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MINUTES OF THE BOARD OF TRUSTEES' MEETING  
HELD APRIL 30, 1964 at THE ROBERT TRIST HOTEL

Present:	Mr. Cooper	Mr. Merdinger	Mrs. Warren
	Dr. Wood	Mr. Barlow	Mr. Beresford
	Miss Voigt	Dr. Paddock	Father Berry
	Mr. Osborne	Mr. Sterling	Mr. Kilduff

In the absence of Mr. Hardin, Dr. Wood, 1st Vice President presided.

Minutes of the last Board meeting were accepted as presented.

TREASURER'S REPORT

Mr. Cooper gave the Treasurer's Report for the first three months which showed Receipts \$27,702.98, Disbursements \$32,576.07, Disbursements in Excess of Receipts \$4,873.09. The Board discussed the Treasurer's Report and Mrs. Warren asked about the deficit for the first three months. She was informed, at the January meeting of the Board, the Board had agreed to again finance the agency for the coming year, whatever the deficit is will be taken from the portfolio. The Treasurer's Report was accepted as presented.

SOCIAL ISSUES COMMITTEE REPORT

Dr. Paddock reported since our last meeting, the Social Issues Committee had met on April 10th and April 24th, and in these meetings discussed the Princeton Plan of integration of schools, the Fair Housing Law, which is Assembly Bill 480, and Senate Bill 97, which is concerned about aid to dependent children. This Bill, if enacted, would restrict aid to dependent children by imposing a one year residency prior to reception of any assistance.

The Social Issues Committee took the following position on the Fair Housing Law, Assembly Bill 480. It supported the Bill as it is now written but commented it would be opposed to the elimination of that section now under consideration in the law which would exclude one family owner occupied dwellings from coming under its jurisdiction. The Board, in discussing Assembly Bill 480, felt until it was more carefully discussed, any action by the Board on Assembly Bill 480 should be tabled until a later date.

On Senate Bill 97, which would restrict aid to dependent children and which the Social Issues Committee did not support, the Board unanimously approved the position taken by the committee. However, Mrs. Lynn, who was not present at the Board meeting, in the Social Issues Committee meeting was in favor of the passage of this Bill.

The Social Issues Committee also reviewed Assembly Bill 16, which is a proposal to reconstitute the Commission established in 1963 to study education of certain handicapped children, and Assembly Bill 173, a Bill to allow public assistance payments to be made to a court-appointed representative when the person receiving the assistance is incapable.

Both of these Bills, supported by the Social Issues Committee, were also unanimously supported by the Board of Trustees.

### CASE COMMITTEE REPORT

In the absence of Mr. Schein, Chairman of the Committee, Mr. Osborne reported for the Case Committee, which met on April 14th. The minutes of the Case Committee are hereby made a part of these minutes.

"At a meeting of the Case Committee held this date, it was intended that a client would discuss the treatment she received at Family Service Bureau. It was the intent prior to the client appearing that Mrs. Casey would brief the committee on how long the client had been coming, the problem involved within the case, the progress the individual had made and the hope for adjustment forthcoming from the help the individual had received.

"Mrs. Casey presented the case in detail to the Case Committee and it was the consensus, on the basis of what had been described, progress had been made. The committee was impressed with the treatment plan and the adjustments made within the family. However, the client, through a misunderstanding of the date, did not appear and it was suggested that she be re-scheduled to come to the next meeting which will be held on the first Tuesday in May.

"Mr. Schein, Chairman of the Committee, asked if there was any unfinished business we could discuss for the remainder of the meeting and asked if a development report could be given on the proposed study "Causes of Addiction Arising from Within the Family that May Lead to Drug Addiction". Mrs. Casey reviewed the point at which we were now and said since the last meeting, Mr. Kilduff had been at one of the Monday night sessions at Mt. Carmel Guild and both she, Mr. Kilduff and Mr. Hunsinger from the Council of Social Agencies had met with Magr. Dooling and Father DiPeri, and at this meeting specifically asked that the Mt. Carmel Guild add its plan to the research outline study already submitted by our agency, emphasizing the part the Mt. Carmel Guild would play in this study, in addition ascertaining what University connection would be able to assist in computing the research data. It was also made known at this meeting that the authorities of Mt. Carmel Guild were going to meet with Mr. Al Meyers, Director of Special Projects, from the Welfare Federation, in the next few days. After this, the entire project would be evaluated. At present the work of the Family Service Bureau has been completed until Mt. Carmel Guild submits its plan.

"It is the intent to allow Mrs. Fawcett to be active in this program and the cases she may handle there will become part of the Family Service Bureau for study and research. At the next meeting of the Case Committee the plans will be more definitive and there may be a possibility of projecting what further steps may be necessary to implement the research project."

### PERSONNEL POLICIES COMMITTEE REPORT

Mr. Merdinger reported the Personnel Policies Committee met on April 12th and recommends the following changes:

In Articles 15 and 16, the committee clarified that paragraph in regard to summer vacation as follows: Regular summer vacation for professional social workers who have been with the agency one full year or more shall be one month or 22 working days, accruing at the rate of 1.83 working days a month. For office workers, three weeks or 15 working days, accruing at the rate of 1.25 working days a month.

For those with the agency less than one year, but more than six months, vacation will be pro-rated.

This revision by the Personnel Policies Committee is actually no change, only further clarification in working days, and time allotted to both professional and clerical workers who have been with the agency a year or longer.

In another action by the Personnel Policies Committee, the salary of Mrs. Casey, Director of Casework Services, was raised \$500 as of May 1, 1964.

A third action by the Personnel Policies Committee - in discussing the budget of the agency, the Executive Secretary brought to the attention of the Personnel Policies Committee that now with Belleville a part of our agency, it appears that all clerical assignments in the agency can be done with four clerical workers. At present the agency has five. The agency can get along with four because Mrs. Lapham in Belleville can be assigned some of the work now being done at the central office. It was suggested that one clerical position be deleted. It would be a savings of about \$1,980 for 1964 and \$3,400 for 1965. Since two part-time professional workers, who worked Monday evening, have left, the agency will realize a savings of \$2,300 this year. The combined salaries would provide money enough to hire an additional professional worker full time which is badly needed, without increasing the total budget of the agency. The Personnel Policies Committee approved the suggested change and recommended it be adopted. The report of the Personnel Policies Committee was unanimously approved by the Board of Trustees.

#### BUILDING & OPERATIONS COMMITTEE

At a meeting with the Chairman of the Building & Operations Committee, and in the absence of Mr. Wilson, its chairman, Mr. Kilduff reported in looking over the cellar and estimating its use, it would be necessary to install a heating system. In discussing the position of air conditioners, in many of the windows, it was suggested we might get better use of them if we transferred them from the bottom sills to the top. At their present location, a great deal of heat is lost in the winter months. It was also suggested that some of the windows in the front of the building, which are old and loose, be replaced. No action was taken by the Board on this matter. The Executive Secretary said he would explore the feasibility and the cost of effecting such changes, before a final decision is made by the Building & Operations Committee.

#### NOMINATING COMMITTEE REPORT

Dr. Wood, who presided at the meeting, appointed the following to work with Mr. Barlow, Chairman of the Nominating Committee:

Mrs. Lynn, Mr. Merdinger, Mr. Murphy, Mr. Sterling and Dr. Wood. They were asked to present a slate of Board members for the 1967 Class at the Annual Meeting, which will be held on Thursday, May 21st, at the Robert Treat Hotel. At the present time there are five positions open on the Board.

#### ANNUAL MEETING

Dr. Wood, prior to adjournment of the meeting, emphasized the fact that the Annual Meeting of the Board of Trustees of the Family Service Bureau will take place on May 21st at 6:15 p.m. at the Robert Treat Hotel.

Edward V. Kilduff  
Executive Secretary

COUNCIL OF SOCIAL AGENCIES  
45 Branford Place  
Newark, N. J.

FAMILY AND CHILDREN'S AGENCY REVIEW SUBCOMMITTEE REPORT ON FAMILY SERVICE BUREAU

March 19, 1964

I. INTRODUCTION:

The Family and Children's Agency Review Subcommittee is grateful to the officers, the members of the board of the Family Service Bureau serving on the committee, to its Executive Director and to its Director of Casework Services for their help and co-operation in the agency review procedure. The subcommittee wishes to express its appreciation to this agency for having volunteered to be the first agency to be reviewed. In the process, the subcommittee has learned much, not only about the F.S.B., but also about the special tasks to which it has been assigned.

II. DISCUSSION HIGHLIGHTS AND RECOMMENDATIONS:

A. DESCRIPTION OF SERVICE

The Family Service Bureau of Newark offers casework and counseling service to residents or persons employed in the Newark, Belleville, Irvington and West Hudson area. In most cases, only a single individual is involved but occasionally other family members, either adults or teenagers are included. Almost all interviews are held in the office.

The major focus of the agency's service is professional counseling to motivated clients in relation to emotional and psychological problems. Many of these cases involve marriage problems. The service tends to exhibit a clinical approach.

Physically the agency headquarters are located in an attractive, centrally located building, recently remodeled for the immediate purpose it serves. There is one branch in Belleville.

B. TYPE OF CLIENTELE AND SERVICES RENDERED

The subcommittee has been impressed with the effectiveness of the work of the Family Service Bureau in its special field of competence. However, in agreement with the recommendations of the F.S.A.A. study of 1963, the subcommittee believes that the present scope of service of the F.S.B. is too limited. It is felt that much stronger efforts must be made to reach a larger cross-section of the community - especially that socially disadvantaged segment which, as was evinced by the Hayes Homes experiment, is in most acute need of family services. By serving only the self-motivated client, the agency is not fulfilling its complete function as the central, non-sectarian counseling agency in our urban community setting.

Whereas the agency suggests that such an extension of service could only be accomplished with a substantial increase in funds, the subcommittee feels that a shift from the heavy emphasis upon family casework with "self-motivated" clients can be accomplished by adopting one or more of the following suggestions:

- 1) The subcommittee is convinced that large segments of the community described by the agency as needing but not wanting to accept counseling service can be reached and served. This will take new approaches and new techniques. Cooperative efforts with other agencies, including group work agencies, may be helpful.
- 2) The subcommittee suggests that the F.S.B. take stock of the several major problem areas in the community. Among these are the problems of aging, juvenile delinquency and the need for extensive family life education. The agency may want to select one or two of these areas and begin by concentrating on these. Some support for such new projects may derive from shifting program, but important additional support must be sought from sponsoring organizations, foundations and government. In certain areas of work, there may be great value in making use of volunteers.
- 3) An enlargement of the Board (discussed below) may well be of assistance in broadening the source of referrals for the agency.
- 4) It was suggested by the Family Service Bureau that hard to reach clients may be more easily attracted to an office in the neighborhood. In this connection, utilizing facilities of existing agencies might prove expedient and involve only slight added expense. Such neighborhood offices may help the agency to become more aware of the problems of the community.
- 5) The subcommittee supports the agency's idea of extending its activities by providing additional evening hours of service. Even if this can be accomplished only with the sacrifice of some daytime hours, it might still be a matter for serious consideration.
- 6) The subcommittee recognizes that the decision to make more extensive use of group counseling, family counseling, seeing husband and wife together in some situations must be left in the hands of the professional. However, more experimentation in this area is urged in order to both provide more effective service and, possibly, in order to effect some economies.
- 7) With the assistance of the Council of Social Agencies it may be possible to establish one or more multi-function agencies within local communities. Plans for the South Side Project include one such agency. The subcommittee notes with pleasure the open-mindedness and the willingness of the Family Service Bureau to participate in such projects.

#### C. AGENCY STRUCTURE AND ADMINISTRATION

It is the firm conviction of the Agency Review Subcommittee that the Family Service Bureau can be significantly strengthened by seeking to effect certain structural changes in its board and committee structure and its administration. On the whole the subcommittee was duly impressed by the competence and devotion of the board members who represented the agency at the agency review meeting. The following suggestions were made with a view toward further strengthening this structure and thereby ultimately helping the agency to more effectively serve its clients:

- 1) The Family Service Bureau is strongly urged to consider an enlargement of the size of its board. It is hoped that such an enlargement may provide for a broader base for participation in and support of the agency. More women, younger persons and a somewhat less homogeneous group may help to bring new ideas to the board. Taking into account the normal level of absenteeism from board meetings, it is felt that an enlarged board will provide for a more adequate forum for discussion and exchange of ideas.

- 2) A system of rotation of board membership would be greatly to the benefit of the agency. The large number of board members of long standing presently serving as leaders of the agency, - although it may have apparent advantages - leads to a danger of inflexibility and inadvertently serves to discourage the development of new talent. The F.S.B. is encouraged to avail itself of the help of the Council's program for the recruitment and training of prospective Board members.
- 3) The subcommittee wishes to encourage the F.S.B. in its plan to develop a membership association. Although the initial financial benefits that are to be derived from such an association may be small, it is felt that such an association may serve as an effective vehicle for interpreting the work of the agency to the community. The committees of the board should be expanded to include membership representation. This device may also serve as an effective method of recruiting new board members and as a source of volunteers for special projects.
- 4) In strengthening its committee structure, the board may well consider the advisability of asking professionals from other agencies and allied fields to serve on its committees.
- 5) It is hoped that there will be representation from the F.S.B. Board in the county and state in Family Service field.
- 6) The Council of Social Agencies has as its prime function, coordinating and planning for social services in the community. In this, it is dependent upon the cooperation of affiliated agencies. This entails participation of agency board and staff people on Council committees. It is particularly noted that F.S.B. has not provided active board representation on the Steering Committee of the Family and Children's Division. While new projects and services on the part of agencies are to be encouraged, for good planning and coordination, the agency should promptly clear with the Council of Social Agencies. A case in point may be found in the proposed narcotics project - an area which has received special attention from the Council for some time.
- 7) As agency review is so closely connected with agency policy, the participation of board with staff in preparing answers to the review questionnaire would help to achieve maximum potential from the process.

### III. CONCLUSION

The Family and Children's Agency Review Subcommittee was impressed by the sincerity of the Board and staff in their desire to do an effective job. It is hoped that the agency will broaden its service and strengthen its board in the manner which has been suggested. Providing one of the most vital services in the community, the Family Service Bureau can be assured of the continued interest and concern of the Council of Social Agencies.

The subcommittee requests that six months hence the agency advise what consideration has been given to the suggestions incorporated in this report. At that time, upon suggestions of either the Family Service Bureau or the subcommittee, a follow-up meeting may be in order.

The subcommittee is strongly convinced that the Agency Review procedure has served as an effective method of strengthening the bond of understanding and mutual support between the Family Service Bureau and the Council of Social Agencies. We hope that this relationship will be continually enhanced and strengthened in the months and years that lie ahead.

# APPENDIX A

Those attending the conference of Family Service Bureau held March 19, 1964, from 9:30 - 12:00 Noon, at the agency headquarters, 15 Fulton Street, Newark, were:

## From the Agency Board

William D. Hardin, President  
John F. Geary  
Frederick Merdinger  
William Osborne, III  
Bernard Schein  
A. Ned Wilson  
Dr. Francis Wood

## Staff

Edward Kilduff, Executive  
Mrs. Peggy Casey, Casework Supervisor

## From the Council of Social Agencies

Gabriel Rich, Chairman of Subcommittee  
Herbert P. Woodward, Vice chairman  
Mrs. John Cole  
Edward T. Plant  
Mrs. Ralph M. Shapiro

Mr. Arthur T. Carpenter, Chairman  
Agency Review Committee  
Mrs. Richard N. Berkefeldt, President  
Council of Social Agencies

## Staff

Mrs. Jeannette Adams, Coordinator  
Agency Review Project  
Bert Hunter, Director,  
Family and Children's Division  
Gilbert Hunsinger, Executive Director  
Council of Social Agencies  
Shimon Gottschalk, Student,  
Field Work